

Organising Marketing

Marketing

How the function is structured, and what each structure optimises.

Structure and its effect.

Structure	Organised by	Risk
Functional	Discipline — brand, digital, research	Silos between specialisms
Product	Brand or product line	Duplication of skills
Market	Customer segment	Fragmented brand voice
Geographic	Region	Inconsistency across markets
Matrix	Two axes at once	Unclear accountability

Whatever the structure, the customer experiences one company.
Seams between teams are where that illusion breaks.